

LIMITED OFFICIAL USE  
(WHEN COMPLETED)

Report will be filed bound along with the officer's personnel file. Approved For Release 2000/08/16 : CIA-RDP82-00357R000700020018-8

FORM FS-315  
4-15-57

DEPARTMENT OF STATE  
FOREIGN SERVICE OF THE UNITED STATES OF AMERICA  
**EFFICIENCY REPORT**  
Foreign Service Officers  
Foreign Service Reserve Officers  
Foreign Service Staff Officers Classes 1 - 10

CHECK ONE BOX:

- ☐ Regular Report  
☐ Interim Report on Departure of  
☐ Rating Officer  
☐ Rated Officer  
☐ Change of Duty

OFFICER BEING RATED		CLASS	CLASSIFICATION TITLE OF POSITION		CLASS
FUNCTIONAL TITLE OF OFFICER BEING RATED			DIPLOMATIC OR CONSULAR TITLE (If any)		
POST	DATE OF ARRIVAL	PERIOD COVERED BY REPORT		DATE SUBMITTED TO DEPT.	
<i>I have read and complied with current instructions for the preparation of this form.</i>					WAS REVIEW PANEL USED?  <input type="checkbox"/> Yes <input type="checkbox"/> No
(Signature of Rating Officer)		(Sign Original Only)	(Signature of Reviewing Officer)		
(Typed Name of Rating Officer)		(Typed Name of Reviewing Officer)			HAVE THE CONTENTS OF THIS REPORT BEEN DIS- CUSSED WITH THE OFFICER RATED?  <input type="checkbox"/> Yes <input type="checkbox"/> No
(Typed Title & Class of Rating Officer)		(Typed Title & Class of Reviewing Officer)			

**GENERAL INSTRUCTIONS:** The officer named above is to be rated by you on the basis of your personal knowledge of him. His performance is to be evaluated on the basis of the standards for the specific assignment or assignments actually performed during the rating period and on those standards of character and conduct essential to all officers of the Foreign Service.

Ratings in Parts I, II, and III are to be recorded in terms of six levels. If the person is one of the most outstanding individuals you have ever known in a single characteristic or assignment and you believe him to be outstanding among all other persons in this regard, he should be rated at the higher end of the scale. Six (6) is the maximum score he can receive. The person having any quality to the minimum extent should be rated at the lower end of the scale (1). It is expected that the majority of officers will be rated (3) or (4) on most items.

**PART I - EVALUATION OF DUTIES PERFORMED**

**PURPOSE:** To permit the Department to identify rapidly the type of assignment including specialization, if any, held by the officer during the rating period and to provide an evaluation of his performance.

**A. DESCRIPTION OF DUTIES**

**INSTRUCTIONS:** Describe briefly but in sufficient detail to be clear to Selection Board members exactly what duties were performed. Indicate number and type of employees supervised. Sample:  
Public Affairs Advisor, Office of South American Affairs, supervises one steno.  
Visa section chief, supervised three officers, 2 American clerks, 10 locals.  
Positions, the functions of which are less well known, should be described in considerably greater detail.

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FORM FS-315 Approved For Release 2000/08/16 : CIA-RDP82-00357R000700020018-8

PAGE 2

**PART I - EVALUATION OF DUTIES PERFORMED (CONT'D)**  
**B. PERFORMANCE EVALUATION BY POSITION FUNCTIONS**

INSTRUCTIONS: List each major function of the position in the left-hand column (e.g., political, economic, consular, intelligence, public affairs, and administration). When the position does not encompass all phases of a particular function, list specific activities thereunder. For example:

Political  
Reporting and  
Representation  
Economic  
Labor  
Intelligence

(In the example chosen, the officer divides his time between certain phases of political, economic and intelligence work. See the current instructions for listing of activities.)

Evaluate relative ability of the officer by encircling the appropriate number to the right of each function or activity. Show percentage of time spent in each.

ASSIGNMENT	PER CENT OF TIME	EVALUATION OF WORK					
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6
		1	2	3	4	5	6

**PART II - PERSONAL QUALITIES**

PURPOSE: To provide the Department with an evaluation of the personal qualities of each officer reported on.

INSTRUCTIONS: In accordance with general instructions above relative to rating in terms of six levels, encircle the number following each quality which in your judgment best represents the level of the officer being rated. Each factor must be rated

QUALITIES	RATING					
1. ABILITY	1	2	3	4	5	6
2. CONDUCT	1	2	3	4	5	6
3. INDUSTRY	1	2	3	4	5	6
4. DEPENDABILITY	1	2	3	4	5	6
5. GENERAL USEFULNESS	1	2	3	4	5	6
6. JUDGMENT	1	2	3	4	5	6
7. ABILITY TO GET ALONG WITH OTHERS	1	2	3	4	5	6
8. TACTFULNESS	1	2	3	4	5	6
9. INITIATIVE	1	2	3	4	5	6
10. RESOURCEFULNESS	1	2	3	4	5	6
11. DECISIVENESS	1	2	3	4	5	6
12. FORCEFULNESS	1	2	3	4	5	6
13. ADAPTABILITY	1	2	3	4	5	6
14. COOPERATIVENESS	1	2	3	4	5	6
15. PATIENCE	1	2	3	4	5	6
16. SENSE OF HUMOR	1	2	3	4	5	6
17. GOOD MANNERS AND POLITENESS	1	2	3	4	5	6
	1	2	3	4	5	6
	1	2	3	4	5	6
	1	2	3	4	5	6

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FORM FS-315 4-15-57

PAGE 3

**PART III - OTHER FACTORS**

**PURPOSE:** To provide the Department with an evaluation of specific factors relating to the officer's knowledge and performance on this job.

**INSTRUCTIONS:** In accordance with general instructions above relative to rating in terms of six levels, indicate your evaluation of the officer with reference to the following factors. Factors not observed or in no way pertinent to the job should be so checked. Mark every factor.

FACTORS	NOT OBSERVED	NOT PERTINENT	RATING					
1. UNDERSTANDING OF POLITICAL FACTORS			1	2	3	4	5	6
2. UNDERSTANDING OF ECONOMIC FACTORS			1	2	3	4	5	6
3. UNDERSTANDING OF PUBLIC AFFAIRS PROGRAMS & TECHNIQUES			1	2	3	4	5	6
4. UNDERSTANDING OF ADMINISTRATIVE PRACTICES			1	2	3	4	5	6
5. UNDERSTANDING OF CONSULAR DUTIES			1	2	3	4	5	6
6. UNDERSTANDING OF INTELLIGENCE FUNCTIONS			1	2	3	4	5	6
7. EFFECTIVENESS IN APPLYING LAWS & REGULATIONS CORRECTLY			1	2	3	4	5	6
8. THOROUGHNESS AND ACCURACY OF WORK			1	2	3	4	5	6
9. POWER AND ACCURACY OF OBSERVATION			1	2	3	4	5	6
10. EFFECTIVENESS OF WRITTEN EXPRESSION			1	2	3	4	5	6
11. EFFECTIVENESS OF ORAL EXPRESSION			1	2	3	4	5	6
12. NEGOTIATING ABILITY			1	2	3	4	5	6
13. SKILL IN DEALING WITH THE PUBLIC			1	2	3	4	5	6
14. EFFECTIVENESS AS A SUPERVISOR			1	2	3	4	5	6
15. MANAGERIAL EFFECTIVENESS			1	2	3	4	5	6
16. COST CONSCIOUSNESS			1	2	3	4	5	6
17. SECURITY CONSCIOUSNESS			1	2	3	4	5	6

**PART IV - LANGUAGE**

**PURPOSE:** To provide the Department with an objective report relative to the language proficiency of the officer being rated.

**INSTRUCTIONS:** List all the languages of which the officer has some knowledge and indicate the degree of proficiency by listing the language above the most appropriately numbered column. Place an asterisk after every language where it has been necessary to rely upon the rated officer's own evaluation of his competence. Do not report in column one local languages deemed by the post as not necessary to be learned.

<b>1. NONE</b>	<b>2. BEGINNER</b>	<b>3. LIMITED</b>	<b>4. USEFUL</b>	<b>5. FLUENT</b>	<b>6. BILINGUAL</b>
HAS NO KNOWLEDGE OF AND DISPLAYS NO INTEREST IN LEARNING LANGUAGE OF POST, EVEN FOR PERSONAL USE.	NOW STUDYING THE LANGUAGE. SATISFACTORY FOR PERSONAL NEEDS; NOT FOR CONVERSATION	WORKING KNOWLEDGE OF THE BASIC STRUCTURE AND VOCABULARY.	HANDLE ORDINARY CONTACTS WITHOUT AN INTERPRETER.	FLUENT IN CONVERSATION. NO INTERPRETER NEEDED.	SPEAKS, READS, WRITES AS WELL AS AN EDUCATED NATIVE.

**PART V - OVER-ALL RATING**

**PURPOSE:** To provide the Department with an over-all evaluation of officer's performance during the rating period.

**INSTRUCTIONS:** Based on your personal knowledge of the officer's over-all performance during the rating period, place an (X) at the left of that one of the following statements which most accurately reflects his level of performance. If either the top or bottom statement is selected such selection must be justified in full following the discussion of topics in Part VI.

<input type="checkbox"/>	PERFORMANCE IN MANY IMPORTANT RESPECTS FAILS TO MEET REQUIREMENTS.
<input type="checkbox"/>	PERFORMANCE MEETS MOST REQUIREMENTS BUT IS DEFICIENT IN ONE OR MORE IMPORTANT RESPECTS.
<input type="checkbox"/>	PERFORMANCE CLEARLY MEETS BASIC REQUIREMENTS.
<input type="checkbox"/>	PERFORMANCE CLEARLY EXCEEDS BASIC REQUIREMENTS.
<input type="checkbox"/>	PERFORMANCE IN EVERY IMPORTANT RESPECT IS SUPERIOR AND THERE IS NO WEAKNESS IN ANY MATERIAL RESPECT.
<input type="checkbox"/>	PERFORMANCE IN EVERY RESPECT IS OUTSTANDING AND THERE IS NO WEAKNESS IN ANY RESPECT.

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**PART VI - COMPREHENSIVE COMMENTS AND RECOMMENDATIONS**

**PURPOSE:** To provide a detailed narrative picture of the officer.

**INSTRUCTIONS:** Selection boards consistently report the narrative section of the efficiency report to be by far the most important part of the report. In justice to the rated officer, the rating officer must strive to develop the narrative section in such a manner that a picture of the whole officer will emerge, a picture that will enable selection board members to make accurate competitive evaluations with other officers of the class. Statements of praise or criticism should reflect sincere, considered and fair judgments. Cite specific examples to justify your observations. Point up particular strengths and limitations. Any relatively high or low markings in Parts I, II, or III should be justified by concrete illustrations in this section.

Discuss each of the topics below which are pertinent to the officer, typing as a key word or phrase before each section the word or phrase appearing in CAPS.

For Interpretation of Topics, Review Current Instructions Regarding Completion of this Form.

- A. **PERSONAL** - Discuss personal qualities, particularly those rated relatively high or low in Part II. Include comments on his character as well as attitude toward his job, the Service, the public, his supervisors, subordinates and co-workers.
- B. **PERFORMANCE** - Discuss performance, quality of work on this job, particularly those factors rated relatively high or low in Parts I and III. Include comment on professional qualifications and pertinent past experience.
- C. **EXECUTIVE ABILITY** - Capacity to direct, willingness and ability to train subordinates (thorough coverage of this factor is essential in reports on intermediate and senior grade officers.)
- D. **PHYSICAL** fitness, emotional stability - Discuss health, endurance, self control, emotional control, and stamina under pressure.
- E. **COURAGE** - Discuss physical and moral courage with examples where feasible.
- F. **REPRESENTATION** - Ability to develop contacts, to entertain properly, to use contacts profitably, to make public appearances, and to speak in public.
- G. **CLASS** - If the job is graded above or below the officer's class, discuss his work in the light of this fact.
- H. **FAMILY** - Describe. Include comments on spouse's representational and language capacity, tact and discretion and attitude toward staff.
- I. **TRAINING** - Is further training desirable? What training?
- J. **ADVERSE** factors - Discuss fully any matters which might affect placement or promotion. State steps you have taken to assist in overcoming defects.
- K. **SERVE WITH** - Are you willing to serve with him at another post?
- L. **PLACEMENT** - What would be an appropriate next assignment? Why?
- M. **IMPROVEMENT** - What has officer done to improve his language qualifications? Other qualifications? What have you done to help him improve? If he is a supervisor has he aided his subordinates to pursue training?
- N. **PROMOTION** - When and under what circumstances should he be promoted? Justify, comparing with other officers of the class.
- O. **REACTION** - During the rating period have you discussed the officer's performance with him relative to those qualities and factors evaluated in Parts I through V. If so, what was his reaction?
- P. **SUMMARY** - Any additional information useful in comparing him with other officers of his class. Include comments on general usefulness and potential in the Foreign Service.
- Q. **JUSTIFICATION** - Detailed and specific reasons for giving top or bottom over-all rating.

**PART VII - REVIEWING OFFICER'S STATEMENT**

Reviewing officer must attach a separate statement indicating whether he concurs in the rating and why. He should, when appropriate, comment on extent of observation of rated officer's work, whether rated officer had adequate supervision and guidance, whether relations between rated officer and rating officer were harmonious, whether rating appears strict or lenient, and any other matters he deems pertinent.

FORM FS-315 (S)  
8-1-55DEPARTMENT OF STATE  
FOREIGN SERVICE OF THE UNITED STATES OF AMERICA  
**SUPPLEMENTAL PERFORMANCE REPORT**  
**ON FOREIGN SERVICE OFFICER OF CLASS-6**

OFFICER BEING RATED	POST OR ORGANIZATION	PERIOD COVERED BY REPORT
CLASSIFICATION TITLE OF POSITION TO WHICH ASSIGNED	CLASSIFICATION LEVEL (OFF)	POST E.O.D. DATE
RATED BY	REVIEWED BY	WAS REVIEW PANEL USED?
(SIGNATURE OF RATING OFFICER)	(SIGNATURE OF REVIEWING OFFICER)	<input type="checkbox"/> YES <input type="checkbox"/> NO
(FUNCTIONAL TITLE OF RATING OFFICER)	<input type="checkbox"/> I CONCUR WITH <input type="checkbox"/> I CONCUR WITH EXCEPTIONS IN ATTACHED MEMO.	HAVE THE CONTENTS OF THE REPORT BEEN DISCUSSED WITH THE OFFICER RATED? <input type="checkbox"/> YES <input type="checkbox"/> NO

**GENERAL INSTRUCTIONS**

Based on your personal knowledge of the officer's performance during the above indicated period, and bearing in mind your personal responsibility as a supervisory officer and the best interests of the Department and the Foreign Service, respond to the following directives and questions in as concise and factual a manner as possible. Use additional sheets as required.

**PART I - PERFORMANCE ON THE JOB**

1. DESCRIBE BRIEFLY THE ASSIGNMENT OR ASSIGNMENTS HELD BY THE OFFICER DURING THE PERIOD COVERED BY THIS REPORT. (IF MORE THAN ONE ASSIGNMENT, INDICATE THE APPROXIMATE TIME IN EACH.)

SAMPLE COPY

2. LIST, IN THE ORDER OF RELATIVE IMPORTANCE, EACH OF THE PRINCIPAL TASKS PERFORMED BY THE OFFICER IN CARRYING OUT THE ABOVE DUTIES.

Office of Personnel  
Forms Management Program  
MASTER FILE COPY

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3. CONSIDERING ALL ASPECTS OF THE OFFICER'S PERFORMANCE, WHAT DO YOU CONSIDER TO BE HIS STRONG POINTS?

4. WHAT ASPECTS OF HIS PERFORMANCE SUGGEST THE GREATEST NEED FOR IMPROVEMENT? EXPLAIN.

5. WOULD YOU CONSIDER THE OFFICER'S OVER-ALL PERFORMANCE TO BE (a) OUTSTANDING, (b) ABOVE AVERAGE, (c) SATISFACTORY, (d) MARGINAL OR (e) UNSATISFACTORY? EXPLAIN.

**PART II - PERSONAL CHARACTERISTICS**

1. ARE THE OFFICER'S PERSONAL RELATIONSHIPS AND CONDUCT CONSISTENT WITH THE BEST INTERESTS OF THE SERVICE? (INCLUDE COMMENTS ON MEMBERS OF FAMILY, IF ANY.)

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DO NOT WRITE ABOVE THIS LINE

FORM FS. 315 (6) 8/53 **PART II - PERSONAL CHARACTERISTICS** 00357R000700020018-8 PAGE 3

2. DESCRIBE THE OFFICER'S GENERAL ATTITUDE TOWARD THE SERVICE, HIS PRESENT ASSIGNMENT, HIS ASSOCIATES AND HIS SUPERIORS.

3. DISCUSS THE OFFICER'S GENERAL REACTION TO SUPERVISION, INCLUDING CONSTRUCTIVE CRITICISM.

4. HAS THE OFFICER TAKEN ANY SPECIAL STEPS TO INCREASE HIS USEFULNESS TO THE SERVICE? (INCLUDE LANGUAGE STUDY, IF ANY)

5. WHAT SPECIFIC STEPS HAVE YOU TAKEN AS HIS SUPERVISOR TO PROVIDE HIM WITH OPPORTUNITIES FOR ON-THE-JOB TRAINING? DESCRIBE

SAMPLE COPY

6. IF THIS IS THE OFFICER'S FIRST FOREIGN SERVICE ASSIGNMENT, WHAT HAS BEEN HIS OR HER CAPACITY FOR ADJUSTMENT TO NEW TYPES OF WORK, LIVING CONDITIONS, FOREIGN CULTURES AND PEOPLES, FOREIGN SERVICE, ETC.

**PART III - CAREER PLANNING**

1. WHAT IS THE OFFICER'S PRESENT CHOICE WITH RESPECT TO HIS FUTURE AREA OF FUNCTIONAL SPECIALIZATION, E.G., ADMINISTRATIVE, CONSULAR, ECONOMIC, POLITICAL? (CONSULT WITH THE OFFICER PRIOR TO ANSWERING.)

2. IN YOUR OPINION, IS THE ABOVE CHOICE COMPATIBLE WITH THE OFFICER'S DEMONSTRATED ABILITY AND POTENTIAL? EXPLAIN

3. BEARING IN MIND THE ANSWER TO THE ABOVE QUESTION, WHAT TYPE OF ASSIGNMENT DO YOU RECOMMEND FOLLOWING COMPLETION OF THE OFFICER'S PRESENT TOUR OF DUTY? WHY?

4. DO YOU RECOMMEND THAT THE OFFICER BE GIVEN SPECIAL TRAINING PRIOR TO HIS NEXT ASSIGNMENT? IF SO, IN WHAT FIELD?

#### PART IV - GENERAL RECOMMENDATIONS

1. CONSIDERING THE OVER-ALL DEVELOPMENT OF THE OFFICER, IN WHAT RESPECTS DO YOU BELIEVE HE REQUIRES SPECIAL SUPERVISORY ATTENTION OR GUIDANCE DURING THE NEXT YEAR?

2. BEARING IN MIND THE OFFICER'S DEMONSTRATED PERFORMANCE, PERSONAL CHARACTERISTICS, CONDUCT AND POTENTIAL, DO YOU RECOMMEND THAT HIS SERVICES BE RETAINED?

☐ YES

☐ NO



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**PERFORMANCE RATING**

OFFICIAL  
☐ REGULAR ☐ ENTRANCE  
☐ UNOFFICIAL

**1. GENERAL PERSONNEL INFORMATION**

NAME	PERFORMANCE REVIEW PERIOD
OFFICE AND DIVISION	DATE
TITLE	GRADE

**2. JOB CONTENT**

DESCRIPTION IS:

☐ Substantially accurate ☐ Accurate with minor exceptions ☐ Inaccurate

**3. JOB WORK REQUIREMENTS**

**4. SUPERVISOR'S NARRATIVE APPRAISAL OF OVER-ALL WORK PERFORMANCE**

THE FOREGOING APPRAISAL CONSTITUTES A GENERAL RATING OF "SATISFACTORY" UNDER THE PERFORMANCE RATING ACT OF 1950, UNLESS THE RATING OF "OUTSTANDING" OR "UNSATISFACTORY" AS DESCRIBED BELOW, IS GIVEN.

☐ Outstanding\* ☐ Unsatisfactory\*

\*Additional supplementary statement required. See instructions.

**5. SUPERVISOR'S RECOMMENDATION FOR EMPLOYEE'S DEVELOPMENT TO MAKE HIS SERVICES MORE EFFECTIVE.**

a. EMPLOYEE'S SIGNATURE (To indicate discussions were held)	DATE
b. RATING SUPERVISOR'S SIGNATURE (i.e. the first-line supervisor)	DATE OF RATING
c. REVIEWING OFFICIAL'S SIGNATURE	DATE OF REVIEW
d. APPROVED BY PERFORMANCE RATING COMMITTEE (Required for "OUTSTANDING" rating only)	DATE OF REVIEW
e. PERFORMANCE RATING RECEIPT (Employee's Signature)	DATE OF RECEIPT

Form DS-886  
dated 1-4-51

Approved For Release 2000/08/16 : CIA-RDP82-00357R000700020018-8

Do not stamp Form

## PERFORMANCE RATING INFORMATION

### RATING LEVELS

**Satisfactory:** An employee who performs his duties in an acceptable manner but who does not exceed the work requirements of his job to a point deserving of special commendation shall receive the rating "Satisfactory".

**Unsatisfactory:** An employee whose performance becomes so deficient in important work requirements so as to become ineffective shall receive the rating "Unsatisfactory". However, this rating shall not be given unless preceded by a ninety day written warning which shall indicate how the employee has failed to meet the work requirements for his job.

**Outstanding:** An employee shall be rated as "Outstanding" when all aspects of his performance not only exceed the work requirements of his job but are outstanding and deserve special commendation. This rating must be supported in writing by the rating supervisor, documented as to justification and be approved by the Reviewing Official and the Performance Rating Committee.

### SIGNIFICANCE OF RATINGS

A performance rating of "Satisfactory" or "Outstanding" is necessary in order to receive a periodic within-grade salary advancement. An employee whose performance rating is "Unsatisfactory" is not permitted to remain in his position. He must be assigned to a position the work requirements of which he can meet or he must be separated from the service, in accordance with Civil Service Regulations.

### INSPECTION OF RATINGS

The final adjective rating (not the rating form) is available for inspection in DP.

### APPEALS

Two appeal agencies are provided; the Departmental Performance Rating Committee and the Board of Review.

Employees desiring to appeal an "Unsatisfactory" rating will first discuss it thoroughly with his rating supervisor and, if practicable, the Reviewing Official. If he fails to obtain an agreeable determination he may appeal in writing (Form DS-887) to the Performance Rating Committee. All appeals must be initiated within 30 days of the date an employee receives his performance rating. An appeal from the decision of the Performance Rating Committee must be made within 30 days of the date its decision is delivered to the appellant, but must be made in writing (form DS-887) to the Board of Review.

Employees desiring to appeal a "Satisfactory" rating will first discuss it thoroughly with his rating supervisor and if practicable, the Reviewing Official. If he fails to obtain an agreeable determination he may appeal to the Performance Rating Committee or to the Board of Review, but may not do both. This appeal must be made within 30 days of the date an employee receives his rating and the decision of the appeal agency chosen will be final.

Distribution of rating form copies will be as follows:

- Original to Personnel Relations Branch and Employee's Personnel Folder.
- Yellow copy to employee.
- Blue copy to Division Administrative Officer.
- Green copy to Classification Branch.

Additional information regarding performance rating may be obtained from supervisors or the Personnel Relations Branch of the Division of Departmental Personnel.